



Category I: Facilities, Conditions, and Closures

POC REFORM PROJECT	PRIT REFORM PROJECT	DOJ Settlement	YJR Plan
Close Older Facilities and Replace with Small Home-Like Locations	Continue progress toward aligning the department's approach to juvenile facilities with established best practices by shutting down older facilities and replacing them with small home-like locations within communities where most of the probation population lives; based on a rehabilitative model. (p. 14) Focus on shutting down older facilities and replacing them with smaller ones that are closer to neighborhoods where most youth probationers live. (p. 15) Transition each remaining hall into a small, home-like campus that has education and rehab as its focus, modeling after Missouri successful juvenile system. (pp. 17-18)	Juvenile Halls meet WIC sections 851 and 202 requirements to provide a homelike environment and not be deemed to be nor be treated as penal institutions (p. 7). Review and revise current policies, procedures, and practices to: (i) ensure and maintain access to programming, recreation, exercise, outside activity, religious services, visitation, and phone calls. (p. 14) Review the current policies and procedures to allow visits by parents, guardians, or persons standing in loco parentis, and children of youth. (p. 15)	Establish Safe and Secure Healing Centers: small, community-based therapeutic housing, with a range of security, to serve as alternatives to juvenile halls and camps. (p. 12) A County-run secure facility will be a last resort for youth who require the utmost security for their own safety and the safety of those around them. If a secure placement is required, it will be a small home-like residence with healing and restorative practices embedded into its structure and operations and a focus on supported reentry whenever possible. (p. 13)
Renovate Existing Camps and Halls	Invest in renovations to improve current conditions of existing camps. (p. 14)	Establish deadlines and a plan to install video cameras throughout the Juvenile Halls (pp. 9-10) Ensure basic living needs and Juvenile Hall Conditions including (1.) adequate bedding; (2.) access to drinking water and the toilet, personal hygiene, full nutrition; (3.) Ensuring that staff of the opposite gender announce their presence when entering a housing unit. (pp. 12-13) Make necessary improvements to create a warm, welcoming, homelike environment at the Juvenile Halls (p. 7) Assess the space needed to provide required programming and therapeutic services, including space for confidential individual and group behavioral health counseling and crisis intervention services, and develop and implement a plan to provide adequate space; (d) Evaluate, and revise, if determined by the Monitor, Probation's procedures at intake related to Probation's decision-making as to whether to exercise its discretion to detain youth, which will include a validated risk assessment tool with appropriate procedures to address over-detention of youth; and (e) Implement weekly Unit meetings coordinated by Unit supervisors for each Unit that consist of frontline staff, clinical personnel, and education staff, when available, to discuss youth needs and treatment. (p. 8) Review and revise current policies, procedures, and practices to: (i) ensure and maintain access to programming, recreation, exercise, outside activity, religious services, visitation, and phone calls (p. 14). Review the current policies and procedures to allow visits by parents, guardians, or persons standing in loco parentis, and children of youth. (p. 15)	Provide healing, skill-building environments for youth who cannot return home. (p. 34)
Maintain Reduced Population in Halls and Camps	Continue to reduce the number of youth that are placed in facilities and develop alternatives set in communities including smaller rehab-based home models. (p. 16)		
Eliminate OC Spray in Juvenile Halls*¹		Ensure that each Unit in the Juvenile Halls will maintain a functioning cold water shower for the purposes of decontamination after the use of Oleoresin Capsicum (OC) spray. The County will maintain eyewash stations in the event of a temporarily non-functioning cold water shower.(p.8) The County will: (a) provide and maintain sufficient DMH and Probation staff necessary to comply with this Judgment ex: de-escalation techniques, alternatives to the use of OC spray, train DMH and DHS staff with respect to timely reporting of suspected child abuse until OC spray is eliminated by the County for use in Juvenile Halls, the County will maintain a process and procedure to: (a) document whether decontamination after the use of OC spray is in compliance with State law and current Probation policy; (b) monitor and review weekly use of OC spray and engage in continuous improvement efforts; and (c) identify any needs for training and support to Probation staff and provide the same, if identified. (p. 9)	
Provide a Safe, Rehabilitative Placement and Service Plan for Youth No Longer Being Transferred to DJJ			
Overhaul of Central Juvenile Hall	Work with CEO to completely overhaul Central Juvenile Hall. (p. 15) Work with CEOs Master planning unit to completely overhaul Central JH by: (a.) shutting down sections unfit for housing young people or temporarily close CJH. (b.) Temporarily transferring youth to another facility such as Barry J Nidorf, while CJH is completely renovated. c. Renovate the facility to create a humane and therapeutic environment. (p. 17)		Work with Probation to support DJJ transition and plan Safe and Secure Healing Center models of alternatives to halls and camps. (p. 64)
Bifurcate Probation into Adult and Juvenile Divisions: Create a Department of Youth Development and Transfer Juvenile Probation*²	The PRIT recommends the BOS move juvenile services out of the Probation Dept. These recommendations for system involved youth should apply to the agency the BOS chooses as the responsible agency for youth probation services. (p. 40)		The YJWG proposes a phased approach to implementation with the critical first step involving the creation and funding of the Department of Youth Development (DYD) (p.13). County should research the discretion and options under existing law to create and administer different housing, housing management and staffing for justice-involved youth. The YJWG noted that varying models for the staffing, management and programming of residences already exist, including the repurposed Camp Gonzalez and Challenger projects, Short-Term Residential Treatment Programs (STRTPs) and Dorothy Kirby (p. 75)
Inspect all Juvenile Halls and Camps for Safety and Compliance (Required by CA State Law and BSCC)		Maintain and revise as needed policies and procedures for a documented intake health screening procedure to be conducted immediately upon entry. (p. 15) Review and revise, as needed, its policies and practices to ensure that detained youth are provided with timely medical and mental health care and treatment planning that is compliant with law and regulation (p. 16). Ensure DMH, DHS, and Probation collaborate to reassess and update guidelines and protocols for the use of enhanced supervision (p. 17). The County will maintain policies and training to ensure youth are not denied school time as punishment (p. 18). The County will maintain policies and training to ensure staff are aware of their responsibility to ensure attendance at school. (p. 18) Ensure quality weekly programming is available in each living unit (p. 14). The programming may include cognitive behavioral interventions; management of stress and trauma, anger management, conflict resolution, juvenile justice system, trauma-related interventions, victim awareness, self-improvement, parenting skills and support, tolerance and diversity, healing informed approaches, interventions by credible messengers, gender-specific programming, art, creative writing, self-expression, CPR and first aid training, restorative justice, civic engagement, career and leadership opportunities, and other topics suitable to the youth population. (p. 14) Evaluate the feasibility of visits longer than two hours and/or outside of regular visiting hours, including the possibility of access to technology as an alternative. (p. 15) Maintain a log provided to the Monitor and Attorney General on a monthly basis identifying the date and time of announced or unannounced visits or phone calls from youth's legal counsel along with the time that the youth was permitted to receive the call or visit and documenting the reason for delay. (p. 15) Maintain meaningful and effective translation and interpretation services.(p. 15) The County will ensure that all youth are timely transported to and attending class on a daily basis. (p. 18) The County and LACOE will work together to ensure that youth are being immediately enrolled within 24 hours of arrival. (p. 18)	

Category I: Facilities, Conditions, and Closures

POC REFORM PROJECT	PRIT REFORM PROJECT	DOJ Settlement	YJR Plan
Monitor and Reduce Use of Hope Centers' Solitary Confinement		The policy will include the means to maintain and improve documentation related to and monitoring of youth who are placed in Room Confinement (p. 12) an individualized plan to reintegrate youth held more than four hours into the general population (p. 12) Include mechanisms for providing prompt notice to the Juvenile Hall Superintendent of instances of Room Confinement that do not comply with the requirements of Welfare and Institutions Code. (p. 12)	Address current maximum confinement times defined by adult penal code terms, indeterminate lengths of stay in juvenile hall and camps, and extensive probation conditions and lengthy terms. The County should research what statutory changes are needed to limit court-ordered terms and durations as well as the benefits and drawbacks of pursuing such changes. (p. 76)
Youth Councils at all Halls and Camps		Develop and implement a Youth Council within the Juvenile Halls. (p. 14)	
Review and Oversee Implementation of Probation's New Use of Force Policies in Halls and Camps		OIG will review compliance with Probation's use of force policy in the Juvenile Halls, including by conducting a random review of a representative sample of use of force incidents and assessing whether cameras provide sufficient coverage, are operational and in use, and whether recordings are being properly used in relation to use of force incidents, and report its general findings two times a year. (p. 10) The policies will be revised, as needed, to: (a) require de-escalation prior to the use of force unless immediate use of force is necessary to respond to a situation or circumstance that constitutes an imminent threat to facility security or the safety of persons; (b) require that staff use the least restrictive techniques necessary to control the situation and restore order; (c) limit use of force for youth with disabilities; (d) prohibit the use of prone restraints and limit the use of supine restraints on pregnant youth; (e) prohibit use of force in response solely to suicidal ideation; (f) limit the use of force to the minimum necessary to prevent self-harming behavior; (g) prohibit the use of force for youth who do not present a risk to the safety and security of himself or herself, youth, staff, or others, or physical destruction to the Juvenile Hall(s); (h) maintain consequences for Probation staff, up to and including termination, for substantiated out-of-policy use of force cases, fraudulent reporting, or failure to cooperate with an investigation; (i) strengthen the anti-retaliation policy. (p. 10) County will ensure that all use of force incidents are accurately reported and documented, and that all uses of force not accepted by Internal Affairs for review are timely reviewed by FIRST. (p. 9)	Establish and implement an improved process for detention decision-making, including protocol to prevent detention when relevant, and eliminating the use of deficit-based tools that perpetuate RED. Begin collaborative planning to enhance and expand reentry support for youth in juvenile halls and camps, working with Probation to increase access to CBOs and reentry planning and creating a community of practice for youth reentry services. (p. 64)

*1OC Spray BOS Motion

*2YJR BOS Motion



Category II: Training, Personnel Management, & Development

POC Reform Project	PRIT Reform Project	DOJ Settlement	YJR Plan
Train Probation Staff to Work in and with the Communities they Serve	Co-locate neighborhood-based Probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners (p. 12)		Require dedicated staff and capacity to engage the full range of stakeholders involved in the YJWG and other key groups (including additional youth leadership, representatives from schools and other youth-serving systems, justice partners and victims harmed by violence or crime.) (p. 14)
Review and Update Performance Measures for Probation Staff	Implement performance measures for the department, divisions, and units in alignment with Mission, Vision, and Values. (p. 37) Implement performance management standards, track how well performance aligns with the Mission, Vision, Values including to reduce recidivism and promote well-being. (p. 49)		
Review and Update Departmental Policies	Identify and address policies and/or practices across County agencies that distract or become barriers to the implementation of the Countywide Juvenile Justice Strategic Plan (p. 41)	Maintain in County policies and directives the prohibition of: (1) group punishment as defined in CCR Title 15, sections 1302, 1390; (2) denial of the basic human rights listed in section 1390 for punitive and disciplinary purposes; and (3) use of Room Confinement for punishment, coercion, convenience, or retaliation as prohibited by WIC section 208.3 (b)(2), and CCR Title 15, section 1354.5 (a)(2). (p. 11)	
Train All Probation Staff (sworn and unsworn) in the "Care First" Model	Develop, implement, and sustain a wide array of training to support the Countywide Juvenile Justice Strategic Plan, including multidisciplinary and cross-training curricula and/or opportunities. Train and incentivize staff to (1) meaningfully engage children, youth, and families/caretakers; (2) treating children, youth, and families/caretakers with dignity and respect; and (3) building trust by demonstrating integrity in all their actions. (p. 43)	Enhance the plan to train Probation staff to respond to non-compliance in a proportionate, trauma-informed, and equitable way. Enhance the plan to train all Juvenile Hall staff in the County's positive behavior management program. (p. 11) Training will include: (1) a method for providing notice and updates to relevant staff (i.e. directives, electronic postings, etc.); (2) frequency of training (p. 22)	Use a restorative, cultural and community-centered approach, with a commitment to continued protections against net-widening or unnecessary diversion. (p. 42)



Category II: Training, Personnel Management, & Development

POC Reform Project	PRIT Reform Project	DOJ Settlement	YJR Plan
Review and Update Promotion and Reward Practices	Promotions should occur when staff performance aligns with the Mission, Vision and Values. (p. 49) Standards for staff assessments , rewards and promotions should include; staff communication skills, problem solving skills, initiative and commitment to Mission, time spent targeting criminogenic needs, connecting clients to services, supports and opportunities, consistent use of reward systems with probationers and sanctions for set-backs. (p. 50)		
Review and Update Recruitment and Hiring Practices	Recruitment practices should target a wide range of qualified candidates, background checks must balance liability with flexible timelines required to successfully hire the most qualified candidates. Hiring, promoting and retaining should be based on merit, competitive oral and or written examinations and experience. Education: Most states and the American Correctional Association require a Bachelor's degree. Experience: Former clients and others with lived system experience should be viewed as valuable hires (pp. 48-49) . Improve recruitment and hiring practices necessary to attract and hire high quality candidates: a. establish a recruitment unit to lead efforts and coordinate with HR and background investigations to ensure consistent communication. b. revise job descriptions to focus on client services, evidence based practices, communication skills and use of data (p. 51)	Update the Probation recruitment plan(s) and materials to target candidates who understand and support best practices in juvenile supervision, support, and services and who have an interest in working with youth. (p. 21)	Resource and enhance a workforce anchored in Youth Development that provides culturally rooted support and care coordination, including healing-centered support for schools and other youth-serving systems. (p. 12)



Category II: Training, Personnel Management, & Development

POC Reform Project	PRIT Reform Project	DOJ Settlement	YJR Plan
Review and Update Training Content	<p>Training should be formally evaluated internally or externally to ensure relevance, quality, evidence-based practices, and fidelity. (p. 48) All Probation officers should be trained prior to supervising any clients with enhanced training to ensure basic skill sets. (p. 49) Make additional changes in approach to and provision of training by establishing policies that require training in new functions prior to starting a new position; developing a training institute similar to the Inter-university Consortium at LA County DCFS; establishing a leadership institute to continue to develop senior and middle mgmt.; and increasing the number of trainings in client well-being topics such as trauma informed care, positive youth development, and technical functions such as data entry and interpretation (pp. 52-53)</p>		<p>Development must prioritize worker well-being and efficacy. (p. 74) The Youth Development framework brings a positive, strength-based and social justice orientation to working with youth, families and communities, characterized by opportunities that promote a sense of belonging, usefulness and power by helping youth develop competencies enabling them to grow and lead healthy, responsible and caring lives. (p. 37)</p>
Renegotiate with Unions to align staff contracts with care first model	<p>Renegotiate agreement with AFSCME 685 bargaining unit, to address staffing, training: (a) restore the department's ability to transfer staff to lateral positions to meet the needs of the dept./clients (b) eliminate the 56hr work week (c) make changes to the DSO/DPO hierarchy and process (d) allow the dept. to promote the most qualified candidates within a civil service band instead of mandating promotion. (pp. 51-52)</p>		



Category II: Training, Personnel Management, & Development

POC Reform Project	PRIT Reform Project	DOJ Settlement	YJR Plan
Examine Current Staffing Tools and Needs and Support Transition of Probation Employees to Other Positions*1	Commission a workload study to determine staffing needs, support the most appropriate distribution of staff across units/divisions. (p. 52) Incorporate tools into electronic client data management systems; ensure their use is built into DPO training and job descriptions (p. 55)	Provide and maintain sufficient staffing to ensure youth receive programming. (p. 22)	Provide transition resources for Probation staff. (p. 14) Create a labor support and transition planning process engaging both community and Probation representatives, including immediately sharing an inventory of vacant positions across County departments for current Probation staff to consider applying for, and engagement opportunities to collaborate in developing the job of a new Youth Development workforce (p. 62) Design labor support and transition plan including engagement with both community and Probation representatives. (p. 64)
Collaborate with Outside Agencies and Service Providers for Staff Training		Collaborate with LACOE to discuss which trainings in 28(c) can be coordinated or offered jointly to provide training to both County and LACOE staff working in the Juvenile Halls (p. 23). Outline training for and/or notice to DMH and DHS staff on the updated clinical policies and procedures (p. 22)	

*1 BOS Motion- Probation staff transition to DYD



Category III: Programs & Services

POC REFORM PROJECT	<u>*PRIT REFORM PROJECT</u>	<u>*DOJ SETTLEMENT</u>	<u>*YJR PLAN</u>
Review and Update Policies Regarding Contracting with CBOs	Authority over operations and administration must be connected. (p. 2)		Restorative responses and collaborative decision-making—with the active participation of the impacted community—create structural change capable of achieving improved equity, wellbeing for youth and staff, and community health and safety in lieu of punishment, custody and control. (p. 24)
<u>Strengthen Relationships with and Increase Contracts and Funding to CBOs*¹</u>	Continue to expand efforts to disperse service agreements via Master Service Agreements and partnerships. Increase the Department's ability to contract with local organizations by providing training and technical assistance to CBOs who serve the client population and establish a community capacity building fund. (p. 8) Co-locate neighborhood-based probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners. (p. 12) All community-based service providers who provide services to Probation children, youth, and families should be held accountable for the services they provide and the impact of those services on outcomes. (p. 45)		Improve coordination for youth and partners and build capacity for effective responses across youth-serving systems. (pp. 11-12) Develop a Youth Development Learning Collaborative to facilitate shared learning and capacity-building for Youth Development among youth-serving agencies in collaboration with youth leadership; community stakeholders; representatives from schools, child welfare and other youth-serving systems; and justice partners. (p. 14) Youth Empowerment and Support Teams (YES) Teams shift to and embody an opportunity to contribute to effective team decision-making along the continuum of the youth legal system, helping to inform decision-making through collaborative input to justice partners. This diverse network of partners will establish authentic and deep relationships with youth, families and communities, and be resourced to bring a community lens to decision-making. (p. 42) Begin collaborative planning to enhance and expand reentry support for youth in juvenile halls and camps, working with Probation and other key stakeholders to increase access to CBOs. (p. 62)
Programming at Facilities <i>(Note - significant overlap with Facilities Conditions & Closure Subcommittee)</i>	Improve juvenile programming services and education inside Juvenile Halls and strengthen incentive-based behavior management systems for youth and reward facility managers and unit supervisors who can reduce critical incidents and increase school attendance. (pp. 17-18)	Review and revise current policies, procedures, and practices to: (i) ensure and maintain access to programming, recreation, exercise, outside activity, religious services, visitation, and phone calls. (p. 14) Review the current policies and procedures to allow visits by parents, guardians, or persons standing in loco parentis, and children of youth. (p. 15) Review and evaluate the existing process to inform youth of the objectives and purposes of the positive behavior management program and the rewards involved. (p. 11)	Culturally Rooted Youth Programming. (p. 21)
<u>Invest in Infrastructure and Programming that Promotes Development, Equity, Healing, and Rehabilitation for Youth and Adults*²</u>	Provide pathways to support the self-sufficiency of children, youth, and families—teach families how to access services and address needs without the necessity of government intervention (p. 44) Develop and support flexible funding streams that cross agency boundaries and ensure funding follows and responds to children, youth, and family needs regardless of immigration status (p. 42)		Investment in youth-specific infrastructure. Resources should be reallocated based on analyses of current data and should reflect values of healing, restorative justice and Youth Development. (p. 11) Expand the Youth Development and Diversion model, investing in the increase of Youth Development opportunities in communities and diversion eligibility and available restorative responses in lieu of justice system involvement. Support community-driven input in decision-making along the youth justice continuum with Youth Empowerment and Support (YES) Teams. Resource and cultivate a Countywide Youth Development Network connected to 24-hour crisis response (p. 12)



Category III: Programs & Services

POC REFORM PROJECT	*PRIT REFORM PROJECT	*DOJ SETTLEMENT	*YJR PLAN
Define Probation's Role Pre-trial for Adults (electronic monitoring, diversion, assessments)*³	Adopt risk-based, supervision-based validated risk assessment tools and graduated responses to compliance and violations. (p. 54) Identify and adopt all standard, evidence-based structured decision-making tools including: a validated post-adjudication risk and needs assessment for youth, dispositional matrix for youth (developed by RDA), graduated response matrices for youth and adults, eliminate the pre-adjudication pre-plea report. (p. 57)		
Review and Update Probation Policies and Practices for Assessing, Diverting, and Violating Youth and Adults	Identify and adopt all standard, evidence-based structured decision-making tools including: a validated post-adjudication risk and needs assessment for youth, dispositional matrix for youth (developed by RDA), graduated response matrices for youth and adults, eliminate the pre-adjudication pre-plea report. (p. 57)		When circumstances require youth to be processed through the legal system, YES Teams collaborate in decision-making along the continuum. (p. 13) Maximize pre-arrest diversion by establishing referral partnerships with every law enforcement agency in the County. (p. 68) Support rebuttable presumptive diversion for first time youth misdemeanors and non-WIC 707(b) felony offenses. (p. 64) Use Healing-informed responses along the continuum of youth justice system involvement. Use holistic, individualized plans for youth with the greatest needs; keep youth in their communities whenever possible (pp. 34-35)
Individualized Plans for Youth to Promote Success in Education		Implement multi-disciplinary teams, meeting at least twice per month, chaired by a senior health or mental health clinician to discuss complex case management (p. 17) Individualized treatment plans are developed (p. 16) Ensure that youth are immediately available for LACOE to conduct educational evaluations and enrollment. (p. 17) LACOE and the County will explore alternatives with the Education SME for maximizing the number of youth assigned to school rooms based on their assessed academic need, while taking into account identified safety and security needs, and implement those recommendations agreed to by LACOE and the County. (p. 19)	Reforms in other sectors for youth and their communities to ultimately achieve safety and wellbeing—chief among these is the public education system. (p. 24)
Examine Funding Streams (JJCPA, YOBG, Title IV-E, AB 109, SB 678, and General Fund) to Support Creation of a Department of Youth Development	Revisit administrative and fiscal structures with accountability structures, to expedite disbursements of funds to communities; be responsible stewards of public funds. (p. 38)		
Review and Improve AB109 Budget and Services for Adults*⁴	Expand AB 109 service access to adults. (p. 13)		
Redirect Probation Funding to Youth and Community Development, Reducing Probation's Footprint	Reinvest funds saved from reduced probation populations into community services. (p. 35) When eligibility criteria cannot be established across agencies, coordinate the use of funding to meet the overall needs of children, youth, and families. (p. 42)		Centering community reflects a commitment to authentic inclusion, power-sharing and the valuing of impacted communities' experience and expertise to drive solutions for achieving equity and eliminating RED. (p. 36) Investing as much as possible in a thriving community-based network to support youth prior to any system contact (p. 42)



Category III: Programs & Services

POC REFORM PROJECT	<u>*PRIT REFORM PROJECT</u>	<u>*DOJ SETTLEMENT</u>	<u>*YJR PLAN</u>
Eliminate Probation Supervision of Low-Risk Youth and Adults through Diversion to Non-Law Enforcement Agencies and CBOs	Reduce contact with low risk clients and those demonstrating success in complying with their supervision terms: a. end Probation services to at risk youth currently serviced via WIC 236 b. do not actively supervise any juvenile or adult client assessed as low risk. Reduce supervision terms for successful youth and adult clients: stepping down supervision from active to banked caseloads after a year of compliance and achievement of case plan goals; working with the Court to establish criteria for early termination. (p. 58)		Promote increased, equitable and individualized diversion. Ensuring that the less serious, first-time offenses of youth are diverted as a default; and establishing quality control measures to prohibit net-widening. These efforts call for removing barriers in policies and laws that prevent diversion of more serious WIC 707(b) cases. The County should explore any legislative amendments that promote diversion toward these ends. (p. 76) Begin to end Probation's Citation Diversion and Early Intervention/ Prevention programs and begin to replace School-based Supervision with community-based alternatives. Expand YDD's pre-arrest diversion network Countywide, including resources to support schools and alternatives to suspension/ expulsion, support youth who experience violence and trauma, and youth involved in the child welfare system. (p. 64)
Renovate and Replace Field Offices to Align Resources With Client's Locations	Develop community-oriented field offices akin to NeON in New York. (p. 9) Identify the best geographic locations within each region, based on probation population density, transportation opportunities and consultation with community stakeholders. (p. 10) Facilitate a community planning process for site design, service planning with client's families, community-based organizations, faith based organizations, local business, merchants, and schools. (p. 11) Renovate existing field offices to create community-oriented probation offices that reflect input of the community and the Department's commitment to rehabilitation. (p. 12) Re-assign human and fiscal resources to region- based client populations. (p. 2) Facilitate a planning process that engages residents and institutions in communities with large numbers of probation clients, in order to align the local service delivery system with the needs and resources in the communities. This includes site design and service delivery. Expand and improve community service via a planning process that works with residents and institutions in areas with large numbers of probation clients. (p. 7)		
Examine and Align Different Strategic Plans and Practice Models	Connect individual partner plans (as they relate to the prevention and/or rehabilitative intervention services for delinquency—e.g., practice models and agency specific strategic plans) with the Countywide Juvenile Justice Strategic Plan (p40) Connect the Countywide Juvenile Justice Strategic Plan to other critical documents that are related to community wellness and safety but focus on issues beyond delinquency (e.g., systemic problems, child maltreatment, educational success, etc.) (p. 40)		Build on existing Juvenile Court support and participatory defense models. (p. 64)



Category III: Programs & Services

POC REFORM PROJECT	*PRIT REFORM PROJECT	*DOJ SETTLEMENT	*YJR PLAN
Work with Other Government Agencies to Increase Available Resources	Present and gain investment in the Countywide Juvenile Justice Strategic Plan across all key partners and identify leaders/champions for the implementation of the plan. Develop and support flexible funding streams that cross agency boundaries and ensure funding follows and responds to children, youth, and family needs regardless of immigration status. Incentivize county and city agencies to work in close partnership with the community and key stakeholders to establish consistent and positive support system for the children, youth, and family. (pp. 41-43)		Collaborative planning for the implementation of improved alternatives to the Division of Juvenile Justice (DJJ), Safe and Secure Healing Centers and 24-hour Youth and Community Centers. (p. 14) A cross-sector approach that prioritizes the community can create a system that advances healing and growth. (p. 24) Improve power-sharing, coordination and collaboration across systems and between systems, youth and community. (p. 38)
Program Evaluation <i>(Note: Overlap with Data and Research subcommittee)</i>	Conduct full-scale evaluations of the various programs and services provided to Probation clients as part of the research, practice and policy feedback loop. (p. 25)		
Review and Recommend Improvements to Mental Health Services in Facilities and Field Services		Develop a plan for sufficient mental health staff to be assigned to and integrated into Units to meet youths' needs on a 16-hour-a-day basis and available in the remaining hours to provide therapeutic interventions. (p. 17)	
Revise Grievance policy*	Listed in PRIT "Duties" of Probation Oversight Commission,	Implement a revised grievance policy to provide: (i) additional avenues and means for youth and families to submit grievances, including through secure online portals; (ii) tracking of grievances. Revise youth orientation and parent handbooks in collaboration with youth to provide any updated information about the grievance processes, the Office of the Ombudsman. (p. 23)	

*1BOS Motion-CBO contracting

*2BOS Motion-Programming

*3BOS Motion-Humphrey's

*4BOS Motion-AB109

*5BOS Motion-Grievances on law enforcement

Category IV: Data & Research

POC REFORM PROJECT	PRIT REFORM PROJECT	DOJ Settlement	YJR Plan	ATI Metrics Recommendations
Assess Probation's Current Data Management System(s)	Align data collection reporting and processes with research needs: 1. Assess current data collection and analysis systems by inventorying all data systems, assess the quality of data entry and inventory current reports produced by ISB 2. Identify unit-specific and departmentwide and research needs by working with executive management to establish department-level evaluation questions; work with each unit and division to establish evaluation questions and data needs and identify metrics for it-specific and departmentwide evaluation and data needs (pp. 22-23) .			Develop a strategy to monitor, on an ongoing basis, the justice and non-justice outcomes of justice system-involved individuals, particularly those from vulnerable populations, and establish targets for these metrics. (p. 59)
Propose Improvements to Probation's Data Management Systems and Oversees Implementation	Invest in improved data collection systems and processes. (p. 4) . Invest in an improved data collection/ IT system and processes and identify staff for a research and evaluation unit. (p. 19) . Prioritize investments in IT and data systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators in an ongoing process: a. invest in upgrading ISB-developed data systems, purchasing new data systems and engaging in public-private partnerships to develop new data systems b. examine what other counties LEAs and states are doing in relationship to partnering with large private sector companies to meet the IT real-time data needs. (p. 20)	Create an electronic information technology and data management system or systems to facilitate the data collection and analysis, real-time reporting, and analytical outputs required to demonstrate compliance with this Judgment. The County will create and maintain procedures to ensure the tracking and accuracy of data to meet the monitoring requirements herein, as well as maintain a process to assess and review the data collected. (p. 8)	The County should also explore whether additional measures are needed to protect youth rights under a new system, including through comprehensive accountability mechanisms. (p. 14) The County should further research and pursue measures to strengthen the protocols and laws that govern data collection and sharing for diversion as well as other phases of the justice process (e.g., processes by which data can be shared about previous referrals to diversion while protecting the confidentiality of youth statements made during service provision) (p. 76)	Develop plans for measuring and tracking linkage rates during this critical intervention period, immediately following release from custody or start of supervision. (p. 59)
Define and measure outcomes through metrics*1	Clearly define and consistently measure and report a list of clearly defined key outcomes (e.g., dashboard outcomes) (p. 24) . Client-level data systems: Track client needs, case plans, progress toward case goals and client outcomes. (p. 50) . Data should include demographics (i.e., gender, race/ethnicity, age, zip code) to understand and identify disproportionate minority contact and specific patterns related to gender. (p. 30)	Metrics used: time in room per youth, reasons for placement, the date and time Probation staff consulted with mental health or medical staff, review by a Juvenile Hall Superintendent or their designee, including any required authorizations. (p. 12)	Evidence-Informed Design. Policies and practices should be guided by qualitative and quantitative evidence. (p. 38)	Develop strategies and expand practices for effectively identifying individuals from vulnerable populations who are released from jail without supervision, preparing release plans for them, and facilitating connections to the services they need. (p. 60) Leverage the insights developed from data analyses to help improve linkages to services and outcomes for individuals on supervision. Conduct additional analyses on service utilization and outcomes for individuals completing supervision, as well as whether different metrics or types of analyses are needed to understand the needs of these individuals. Identify metrics for victims and survivors of crime. (p. 64) Track outcomes for clients of programs managed by the Office of Diversion and Reentry (ODR), as well as for individuals with release plans prepared by Correctional Health Services (CHS). Track utilization of health services, such as emergency rooms. (p. 65)
Develop a Public-Facing Dashboard to Report Regularly on Probation Metrics	Incorporate tools into improved data systems and create a dashboard that managers can easily view to ensure adherence. (p. 55) . Data should be reported on a regular basis and presented in a way that compares the current time period to earlier time periods to identify patterns of change over time (p. 29) . Data system should produce regular reports (e.g., daily, monthly, etc.) to guide meaningful oversight and supervision of case management and be used to develop a regular real-time feedback loop to impact practice. (p. 28) .			Continue using data analysis to improve our understanding of the factors that determine variation in justice and non-justice outcomes among individuals under different types of supervision (p. 64)
Engage the Community in Data and Outcomes Management	Regularly incorporate the voices of system-impacted communities, families, youth, and children in the discussions and recommended reforms of County policies and practices. (p. 42)		Adopt transparency and accountability mechanisms involving youth and community in program, policy and budgetary decision-making. (p. 12)	
Establish a Data and Research Unit	Establish a data and research unit. Centralize and strengthen administrative operations support service delivery by (a) establishing a data and research unit with human resources and integrate and centralize fiscal functions (b) investing in improved data collection systems and processes (pp. 3-5) . Establish an internal research evaluation unit (REU), 10-15 staff that can: 1. work with operations to define the research, evaluation and reporting needs 2. work with ISB to ensure data systems and reporting, align with the needs 3. establish data collection processes and quality assurance (QA) processes 4. work with outside researchers, including contracted researchers and a local IUC to analyze program, unit and system data based on research and evaluation (p. 21) Establish an IUC to support the Department's research needs. (p. 23) The Probation REU will need to have partnerships with external researchers from local universities and independent research organizations who specialize in various juvenile justice issues. This brings objectivity and credibility to the research, provides technical assistance, and/or peer review of the work completed internally. The internal Probation REU needs strong leadership and should be comprised of juvenile justice subject matter experts and statistical analysts (pp. 31-32)			

Category IV: Data & Research

POC REFORM PROJECT	PRIT REFORM PROJECT	DOJ Settlement	YJR Plan	ATI Metrics Recommendations
Reporting	Collaborate with external researchers and evaluators to develop and implement a research agenda and generate a regular data reporting plan (p. 25). Probation Research and Evaluation Unit should develop a web-based system that allows for real time report generation on a wide range of process and outcome related questions similar to other states, such as Florida and Georgia (p. 30). Annually produce a summary of all juvenile justice funds across stakeholders and how funds were expended to support the Countywide Juvenile Justice Strategic Plan (p. 45).			
Accountability and Transparency	Implement an accountability plan, tied to data driven performance management structure throughout the department to reflect the refined Mission and Vision (p. 36)		A transparent and accountable system uses quantitative and qualitative data to address the root causes of system involvement and makes the data and evaluation outcomes publicly available. (p. 38). YJR requires a comprehensive transparency and accountability mechanism connecting, streamlining and building upon the existing work of oversight and advisory bodies and involving youth and community in program, policy and budgetary decision-making. (p. 43). Develop a framework for ensuring accountability to youth, families and communities, including measures of success, an active oversight structure (and its connection to existing oversight bodies like the Probation Oversight Commission and Youth Commission) and participatory decision-making processes centering youth leadership and involving youth-serving organizations. (p. 62)	
Evaluate Probation's Programs (Note: Overlap with Programs & Services)	Conduct full-scale evaluations of the various programs and services provided to Probation clients as part of the research, practice and policy feedback loop (p. 25). All community-based service providers who provide services to Probation children, youth, and families should be held accountable for the services they provide and the impact of those services on outcomes. (p. 45).			
Regularly Review Probation's Data System's Features	Probation's data system should be a dynamic, flexible, and adaptable web-based platform that interfaces with other systems and supports direct data entry by community-based providers serving Probation-involved youth. Data system should be centralized around the use of a validated risk and needs tool that drives the development of case plans and youth goals (p. 26). Data system should provide access to a referral system and house a database of services available for Probation-involved youth with the type of services offered, the service areas served, the population served (including risk assessment levels and exclusionary criteria), etc., and align with the youth's case plan (p. 27). Develop a clear, multisystem data linkage and sharing plan that would operate as a single, coordinated system-this should include agencies such as: DCFS; DPSS; DMH; DPH; OHS; Probation; LACOE; and school districts (p. 44) Incorporate tools into electronic client data management systems; ensure their use be built into DPO training and job descriptions. (p. 55)		Creating cross-system collaboration to better serve justice-involved youth raises the need to This requires strong and flexible data systems, skilled facilitation of collaborative processes and a culture of transparency and accountability (p. 43). Ensure comprehensive data and information collection while protecting sensitive, private and potentially harmful information. At a minimum, the County should research and ensure protocols and practices for data collection and sharing that conform to existing laws and protections under health, juvenile justice, education and welfare state and federal codes. (p. 76)	Continue to evaluate recent efforts, and develop new strategies, for increasing engagement in needed treatment and support services for individuals from vulnerable populations at the earliest possible stage upon release from custody or start of supervision. (p.3)

*1BOS Motion-Data Demographics